



Strategic Plan Update

January
2014

Mission Statement: A world-class Economic Growth and Innovation department that serves as the city's premier data resources for economic factors and ensures job creation through innovation, planning, technology, and global economic outreach to foster a diverse community culture, strong external and internal partnerships while providing excellent customer service.

*Economic Growth &
Innovation*



A *WORD* FROM MAYOR FISCHER...



Dear citizens:

It's been one year since Louisville Metro Government introduced its Strategic Plan to citizens and we've already made considerable progress toward our five objectives and 21 goals. From planting more trees to creating an even safer city to growing jobs and wages, my team is focused on our common dream for Louisville -- to create a clean, green, safe and inclusive city where people love to live and work. Additionally, each department within LMG has been striving to make similar progress against their own respective Six-Year Strategic Plans. As you review this report, you will see both aggressive goals and innovative initiatives set against achieving game-changing objectives. Our intent, at this level of governance, is to ensure that we are executing a coordinated effort against our collective vision. Our Six-Year Strategic Plans form a roadmap for getting us to this vision -- and you will see that some of our goals have been updated and revised to better reflect the work we've already accomplished -- and the work ahead.

We view our work in Metro Government through three lenses:

- Daily work -- the day-to-day items that keep city government running efficiently and effectively;
- Continuous improvement -- improving on that daily work;
- Innovation and breakthrough -- creating and implementing those big ideas that propel us forward as a government and as a city.

The Strategic Plan contains elements of all three. I encourage citizens to review the goals and objectives -- along with the data and metrics behind them -- to learn more about how their city government is working for the betterment of Louisville, every single day.

Thank you for allowing me to serve as your Mayor.

Mayor Greg Fischer



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OUR *PURPOSE* AND *VISION*...



Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

“Louisville is a city of lifelong learning and great jobs, wellness, and compassion”



OUR SCOPE OF REFERENCE:

- ✓ REFLECTIONS FROM CHIEF SMITH
- ✓ MAYOR'S FIVE STRATEGIC OBJECTIVES
- ✓ DEPARTMENT STRATEGIC OBJECTIVES
- ✓ CONTINUOUS IMPROVEMENT: LEARNING ALONG THE WAY





Department of Economic Growth and Innovation

The Department of Economic Growth and Innovation has developed and evolved this strategic plan to focus our efforts on results for citizens. When Mayor Fischer challenged our department to align with his goals for Louisville, our team responded with enthusiasm. Our team views the strategic plan as a way of organizing how we work and communicate – not simply as a document. We have had the satisfaction of closing out some of our short-term goals – around local food, neighborhood and corridor plans, as well as some bigger items, such as completing VisionLouisville Phase 2 and rolling out the BEAM Regional Economic Growth Plan. Looking forward, we have more to do in continuing to drive up employment and wages as well as making more progress in transportation initiatives. Our team is committed to further accomplishment and vibrant economic growth for Louisville.



Ted Smith,

Chief of Economic Growth & Innovation

MAYOR'S FIVE STRATEGIC OBJECTIVES – 6YRS



These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.

- 1. Deliver Excellent City Services:** We strive to be the best city government in America and will use a robust measurement system to drive employee performance and track our results.
- 2. Solve Systemic Budget Issues:** We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.
- 3. Take Job Creation To The Next Level:** We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths—lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.
- 4. Invest In Our People And Neighborhoods, Advance “Quality Of Place”:** We will build on Louisville’s unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.
- 5. Create Plans For A Vibrant Future:** We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.

DEPARTMENT STRATEGIC OBJECTIVES – 6 YEARS



The following functional objectives are high-level accomplishments that the department is focused on achieving over the next six years.

- 1. Encourage and enable job creation:** Augment education and workforce pipelines through innovation, planning and technology; and work with economic development partners to attract and retain businesses.
- 2. Foster partnerships:** Build community, through public-private partnerships, and business and international council outreach.
- 3. Increase sustainable practices:** Improve air quality, support local food system, and decrease carbon footprint.
- 4. Improve quality of place in Louisville Metro:** Perform neighborhood and long-term community planning that incorporates brownfield redevelopment, commercial corridor infrastructure improvements, public art, land-use strategies, and a broader vision of how Louisville will look and feel in 25 years.



Learning Along the Way

In January of 2013 each department, within the Metro enterprise, published its inaugural 6 year Strategic Plan, spanning Fiscal Years 2013 - 2019. In doing so, we collectively ushered Louisville Metro Government into a new era of planning and performance improvement. This new era is best described by the phrase “Continuous Improvement Journey”; a phrase that has become the watchword for Metro’s pursuit of becoming ‘World Class’ among its peer cities. As with any pursuit toward excellence, change is required, arguably needed and expected ---the kind of change that is proactive, inclusive, comprehensive and continuous.

We responded to the call by designing a new process which enables us to accurately and confidently provide real-time updates on both our progress and performance. This said, we view a department’s strategic plan as a “living and breathing” document. Hence, it will continue to evolve with time; as goals are accomplished, new assignments are made and core missions are realigned to adapt to the changing needs of the city and its citizens. But each plan will also evolve because of discoveries ---as we acquire a better understanding of our strengths and weaknesses; and yes, even as we learn from our mistakes. This past year has brought about numerous and exciting changes for our collective enterprise; we have grown departmentally and matured as an organization. We have learned a great deal about ourselves, one another and most importantly about what our citizens expect from us. This learning process has been a challenging one, but one that all departments have gone through in their pursuit of excellence. The progress report covers our strategic efforts from January 1, 2013 to November 30, 2013. What follows is the culmination of our progress and what we have learned along the way...

Enjoying the Journey,

DeVon M. Harkins

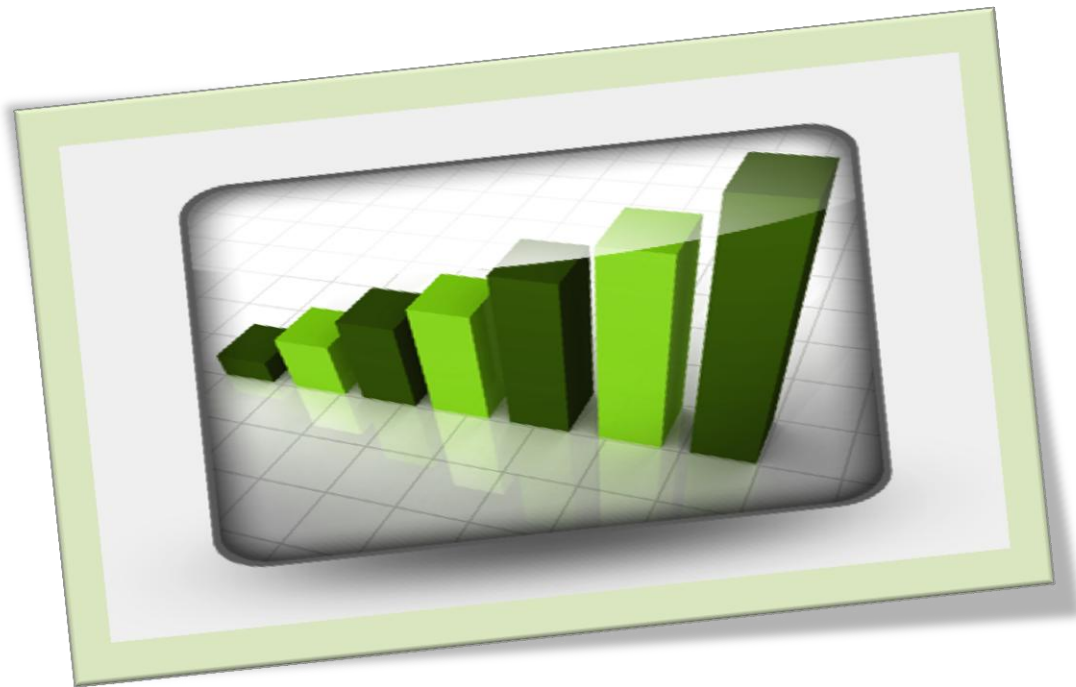
Deputy Director of Strategic Planning

Samantha M. Yung

Strategic Planning Fellow

PROGRESS AND PERFORMANCE:

- ✓ STRATEGIC PLANNING TERMS & ICONS
- ✓ DEPARTMENT PROGRESS REPORT & KPIs
- ✓ ACCOMPLISHMENTS REPORT
- ✓ MATURATION: CHANGES WE HAVE MADE





STRATEGIC PLANNING TERMS

Enterprise: Includes all departments, agencies and offices under the jurisdiction of Louisville Metro Government.

SMART: Stands for **S**pecific **M**easurable **A**ctionable **R**ealistic and **T**ime-bound.

Goal: A specific outcome that a department desires to achieve. We strive to make our goals *SMART* so that we can easily, accurately and confidently report our progress against them.

Initiative: Describes the course(s) of action that the department will take in an effort to achieve a specific goal. An initiative may often run parallel to or work interdependently with other initiatives that are aligned against the same goal.

Initiative Progress: Describes the outcome of the courses of action taken and outlines what resources and/or programs the department utilized, implemented, or created to ensure the success of the actual initiative itself.

Progress (% Complete): An approximate percentage of completion for a given Initiative.

- 25% - some action steps, required for the initiative, are completed
- 50% - about half the action steps, required for the initiative, are completed
- 75% - most action steps, required for the initiative, are completed
- 100% - all action steps, required for the initiative, are completed

Health: Describes whether or not the goal or initiative is on schedule based upon the *Target Start Date* and *Actual Start Date* and the *Target End Date* and *Actual End Date*. Health is indicated by using a color-coded index; the index colors are green, yellow, and red.



Green: On Track



Yellow: Slightly Off-Track



Red: Off Track



STRATEGIC PLANNING TERMS

Target Start Date: This is the date that the goal or initiative is "planned" or intended to be started.

Actual Start Date: This is the date that the goal or initiative is actually started.

Target End Date: This is the date that the goal or initiative is "planned" or intended to be completed.

Actual End Date: This is the date that the goal or initiative is actually completed.

Key Performance Indicator (KPI): It is a measurement, preferably numerical, that reflects the level of performance that is critical to success. KPI's should be validated by their *Source* and chosen method of analysis and calculation.

Source: The data, statistics and information that is collated either internally (department and/or Metro) or externally (federal or state government agencies, or non-governmental entities such as non-profits/advocacy organizations, or private companies). The Source should inform as to where the data originated, how it was collected, who collected it and who owns it; it validates the KPI.

Baseline: A standard against which present or future performance can be compared. It is essentially the measurement that provides a basis for comparison from where you use to be to where you currently are or desire to be. A well defined *SMART* Goal should clearly define how to calculate the value of your Baseline.

Benchmark: The agreed upon value or measure recognized by industry participants as being the "best practice" in the industry or field (i.e., best in class or world). Benchmarks may be set by statute, regulation or professional standards.

PROGRESS REPORT

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:					Goal KPI and Analysis
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	Goal Health (Color)	
<p>1. Improve average wages (in all industries covered by unemployment insurance) to top quartile of urban peer cities by FY16.</p> <p>Department Objectives Met: 1 Mayor's Objectives Met: 2,3</p>	Modify occupational tax incentive policy to be weighted in favor of higher wages for expansions of existing businesses by Fiscal Year 2014 (FY14).	Started evaluating low-wage employment incentive packages with Greater Louisville Inc. (GLI) in FY13, focusing on ways to encourage higher wages. Goal is to limit full participation in the occupational tax incentive program for companies which don't meet minimum salary threshold.	50%	Green	75%	Yellow	See KPI page
	Change priority focus of development deals to include wage considerations when working with business re/location by end of FY14.	Formalized construct of potential research study; seeking resource to execute study by end of FY14.	25%	Red			
	Solicit interest from Louisville large-industry employers (not headquartered in Louisville) in moving Research & Development jobs to Louisville, and help them develop ties with local universities to develop Research & Development opportunities by FY15.	Introducing new topic of moving Research & Development jobs to Louisville into dialogue with large-industry business leaders who are in town to visit with the city. Started introducing new discussion item in Fall 2013, and have brought it up in 4 of 4 business meetings held by the Mayor since Fall 2013. Have identified 160 existing Louisville large-industry employers (not headquartered in Louisville), with goal of meeting with at least 1/4 of those companies by end of 2014.	75%	Green			
	Target high-paying companies in business attraction efforts (e.g., bio-tech, pharma).	Working with GLI to complete "Advantage Louisville" economic development strategy, which will target high-paying categories of industries. Implementation of study will begin Spring 2014.	75%	Green			
	Conduct review of Louisville Metro Government (Metro) employee salaries to ensure living wage standards.	Will work with Louisville Metro Department of Human Resources to gather and analyze data related to Metro employee wages.	0%	Red			

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<p>2. Create jobs: Achieve an employment rate that is within the top quartile of peer cities annually and increase economic growth and innovation consistent with the Bluegrass Economic Advancement Movement's (BEAM) Metropolitan Business Plan proposed by Brookings, by FY18.</p> <p>Department Objectives Met: 1,2 Mayor's Objectives Met: 1,2,3</p>	Institute new policies for Metropolitan Business Development Corporation (METCO) loan program to make job creation a consideration when reviewing loans.	Reviewed policy of METCO loans in LouieStat program, and will be transitioning to make more larger loans, tied to job numbers. METCO Board implementing policy since July 2013.	75%		75%		See KPI page
	Introduce new focus on entrepreneurship with Louisville corporations, to include active participation of at least a dozen medium/large companies interacting with startups by FY14.	Have conducted initial entrepreneurial workshop with General Electric, and planning at least one workshop per quarter. Working with a variety of larger companies to connect to entrepreneurs.	75%				
	Expand the geographic reach of entrepreneurship programs from city core to all of Jefferson County, and hold one entrepreneurship program event per quarter.	In partnership with Louisville Independent Business Alliance (LIBA), held 3 workshops for area-specific, small-business outreach efforts in South Louisville; will be starting same work in West Louisville in 2014. Worked with EnterpriseCorps to hold	75%				
	Increase by 50% within the next 5 years the number of companies in Louisville that export products internationally.	Project team has reached out to 150 companies in Louisville, conducted 35 company meetings and made 32 referrals to trade partners. Team will launch grant program BEAM Kentucky Export Promotion Program grant assistance, funded by JP	75%				
	In partnership with Lexington, finalize and implement the Bluegrass Economic Advancement Movement (BEAM) Metropolitan Business Plan.	BEAM Regional Economic Growth Plan was finalized and released on 11/25/13. Strategies of Plan focus on innovation, human capital, exports and spatial efficiency. Plan will be implemented by regional owners and measured quarterly.	75%				
	Develop training program to build and improve high-wage technology workforce.	Code Louisville began in September 2012 and prepares students to work as full-time entry-level programmers. Launched beta Code Louisville 2.0 in October 2013, and have 40 participants. Launching improvements in Metro College program to increase focus on high-wage earning degree.	25%				
	Promote and support event/destination opportunities to grow Louisville's core industries (i.e., Advanced Manufacturing, Food and Beverage, Lifelong Wellness and Aging Care, Transportation and Logistics.)	Host events, such as Louisville Innovation Summit, for showcasing particular industries. Formalizing the creation of Experience Centers that will focus on core industries.	50%				
	Deliver an online jobs dashboard and system that provides accurate data for both employers and job seekers about the state of the skills gap every quarter benchmarked against peer cities.	Aggregating dashboards from affiliated entities such as community colleges, workforce boards and federal agencies. Created new function at KentuckianaWorks dedicated to workforce research and analysis, as well as "cradle to career" initiative that focuses on career guidance across educational spectrum. Function will begin January 2014.	75%				

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<p>4. Increase available online data about city assets that can help programmers and researchers produce relevant findings related to Louisville's quality of life.</p> <p>Department Objectives Met: 1,2 Mayor's Objectives Met: 1</p>	Place public art inventory online.	Contracted with Past Perfect to develop database, which is online at Commission of Public Arts (COPA) as of November 2013. Public Art "Virtual Exhibit" also is online at COPA.	100%		75%		<p>1 item/database online Working on three databases to go online</p>
	Place information about Metro-owned real estate properties online.	Working with Louisville Metro Department of Technology Services (MTS) to develop an online environmental inventory that lists public records related to environmental issues. Tool will be up and running by February 2014. Working with Harvard grad students who are developing marketing/asset management online tool, Opportunity Space, to have Metro-owned properties included in database. All economic development agreements, leases and TIFs are on department website as of May 2013.	75%				
	Place urban tree canopy assessment online.	Tree Canopy Analysis to be bid out and completed during 2014. Canopy assessment to be online by 2015.	50%				

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<p>5. Promote the local food economy with the expansion of urban agriculture, community gardens, and local food processing capacity.</p> <p>Department Objectives Met: 1,3 Mayor's Objectives Met: 4</p>	Revise the local regulatory framework to target certain geographic areas for allowing urban agriculture and local food processing by FY15.	Regulatory framework revised in April 2013, adding one zoning district to the Market Garden listing of the Land Development Code. Received Louisville Metro Council (Council) approval in December 2013.	100%		75%		<p>2012 - 33 community gardens and 1 market garden 2013 - 35 community gardens and 2 market gardens</p> <p>2012 - 0 loans from Louisville Agribusiness Loan Program; 24 business contacts made 2013 - 2 applications for Louisville Agribusiness Loan Program; 13 business contacts made</p> <p>2011- baseline \$150,572 in known sales facilitated through Farm to Table 2012 - \$1.45 million in known sales 2013 - \$1.51 million in known sales</p>
	Increase citizen engagement and knowledge about urban agriculture by FY14.	Developed Community Gardening Guide, which will be final and publicized in February 2014. Worked with and assisted Portland and Parkland neighborhood groups to create new community gardens.	75%				
	Promote local food processing capacity.	Partnered with the Kentucky Agricultural Finance Corporation to create a geographically-targeted loan program to incentivize local food processors to develop businesses in Portland neighborhood; bringing in consultants to work with Seed Capital KY to establish and build food hub, to include cold storage and food prep facilities.	25%				
	Encourage increased purchasing of local food by large-volume users and institutions through the Louisville Farm to Table program (Farm to Table).	Entered into 4th year of contract with program coordinator of Farm to Table. Making robust efforts with Jefferson County Public Schools (JCPS) and the University of Louisville (UofL), asking them to build relationships with other institutions that lead to increased purchasing of local food. Convening actors in supply-side of local food system to expand local food availability in Louisville.	75%				
	Make Louisville the Bourbon/Culinary Capital of the world.	Announced goal of making Louisville culinary/spirits center of the world in December 2013. Mayor's team is assembling a work group to create a plan to achieve this goal, which will be released in March 2014.	25%				
	Complete and release local food demand study to growers and purchasers in FY13.	Worked with Seed Capital KY to hire consultant to administrate demand study. Assisted with surveying and data gathering as part of the study. Demand study released in January 2013.	100%				
	Complete and release local food supply study by end of FY14.	The local food supply study will be a baseline audit of Kentucky agriculture that will include general information about acreage and type of land (pasture, crops, forage, etc) utilized, as well as farmers' reports on whether the current market for their products is satisfactory and what future plans are with regard to their land. Sources of funding have been identified for the study, and plan to have database by March 2014.	25%				

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<div>7. Redevelop one site per year that is appropriate for commercial development.</div> <div>Department Objectives Met: 1,2,4 Mayor's Objectives Met: 4</div>	Target sites with high potential to act as catalysts for economic redevelopment and assist in preparing and acquiring such sites through land assembly.	City purchased 24-acre 30th St. & Muhammad Ali Blvd. site in West Louisville, and Colonial Gardens in South Louisville, to redevelop as assets and services providers for surrounding neighborhoods. .	75%		75%		2012 - 4 developable sites available 2013 - 7 developable sites available 2008-2012 - 13 projects assisted through Brownfields Program 2013 - 15 projects assisted through Brownfields Program
	Pursue state and federal grants that will allow city to perform necessary environmental clean-up on prospective sites.	Two (2) U.S. Environmental Protection Agency (EPA) grants in progress at present - all funds for Hazardous Substances grant committed to projects; 6 assessments completed for Petroleum Substances grant and still evaluating sites as potential candidates for assessment. Will be returning to EPA to seek additional Assessment Grant money in 2014 (Request for Proposals (RFP) usually released November/December).	75%				
	Identify private developers and property owners who are interested in redeveloping properties and encourage them to redevelop.	Continually work with developers on redeveloping properties, either in helping with clean-up, retail development, or finding interested businesses to locate at those properties.	75%				
	Work with partners such as GLI to support redevelopment by lobbying for changes in state law related to brownfields.	State passed House Bill 465 allowing private purchaser of contaminated property to seek official notice from State of indemnity from brownfields liability before purchasing contaminated property.	100%				

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8. Increase the percentage of people traveling to work by utilizing public transit, bicycling, and walking from 8.1% in 2013 to 25% by 2030, in order to improve health, connectivity, and sustainability. Department Objectives Met: 3,4 Mayor's Objectives Met: 1,4,5	Develop Strategic Multi-Modal Transportation Plan, called MoveLouisville.	Obtained \$600,000 grant from the state (matched with Metro and Transit Authority of the River City (TARC) funds); State Memorandum of Agreement (MOA) completed and consultant team hired. Beginning planning process in December 2013 by beginning community engagement.	25%		50%		Baseline - 8.1% of people traveling to work by transit, walking or bicycling
	Coordinate various Metro department requests for State transportation funding, to prioritize and package requests together.	Delivered coordinated Metro response to the State's call for projects.	100%				
	In order to encourage and support other transportation alternatives, and measure demand for a bike sharing program in Louisville, Metro will conduct BikeShare program Feasibility Study/Business Plan.	Memorandum of Agreement (MOA) with State approved and consultant selected for study/plan; awaiting contract approval from state by the end of 2013.	25%				
	Conduct Downtown Circulation and Mobility Analysis	Funding approved by Kentuckiana Regional Planning and Development Agency (KIPDA); awaiting RFP issuance	25%				
	Conduct Southwest Mobility Study to examine transportation networks in Southwest Louisville.	Funding approved by KIPDA; awaiting RFP issuance	25%				
	Pursue World Health Organization's age-friendly designation by FY16.	Working with Greater Louisville Aging in Place Alliance on this application and forming a steering committee to involve all relevant stakeholders in application process.	50%				

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9. Annually develop neighborhood and corridor plans, incorporating environmentally friendly economic development and land use management. Department Objectives Met: 3,4 Mayor's Objectives Met: 4	Complete existing commercial corridor improvement projects	Preston St., Old Bardstown Rd., 4th St. & Oak St., and West Market St. streetscape improvement projects and the Parkland Corridor Study are in process; construction contracts have been let for Buechel, W. Market and 4th & Oak	75%		75%		1 Neighborhood Plan complete 2 Neighborhood Plans in progress/scheduled 2 Corridor Plans completed 1 Corridor Plan in development
	Complete Urban Land Institute (ULI) study of 4th Street corridor, and begin implementation strategies based on study.	Final report scheduled to be released by end of year 2013; currently prioritizing implementation projects.	75%				
	Complete and adopt Shawnee Neighborhood Plan, the Dixie Corridor Plan and New Cut Corridor Plan.		100%				
	Develop policy and process for new neighborhood plans.	Began stakeholder process of Highview Neighborhood Plan; Deer Park Neighborhood Plan to be started in 2014.	75%				
10. Develop additional sources of funding for public-interest lending by end of FY15 Department Objectives Met: 1,3,4 Mayor's Objectives Met: 1,2,3	Pursue Section 108 loan as potential pool of funds.	Discussed option with developers; not seen as an attractive tool for achieving goal, so no longer pursuing option.	100%		75%		# of new financial sources
	Explore possible partnerships for private investment in funding sources.	Connected investors/developers to EB-5 Program (international investment)	75%				

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12. Increase meaningful employment and entrepreneurship in Louisville's international community by end of FY14. Department Objectives Met: 1,2 Mayor's Objectives Met: 1	Create metrics to track progress in achieving goal.	Metrics will be finalized First Quarter 2014.	25%		50%		Employment rate of immigrant/refugee population
	Develop two critical programs: Refugees and Immigrants Succeeding in Entrepreneurship (RISE) and business expo called Career Opportunities and Resources for Employment (CORE).	RISE launched in Fall 2013; held 2nd annual CORE expo event during WorldFest event in September 2013.	75%				
	Work with universities to engage international population.	MOA with Jefferson Community and Technical College System being drafted.	75%				
	Form International Councils to represent distinct ethnic business communities.	9 International Councils functioning.	75%				
13. Create 25-year Vision Louisville plan for how Louisville will look, feel and flow in 2040. Department Objectives Met: 1,2,3,4 Mayor's Objectives Met: 1,2,5	Negotiate contract for a Feasibility and Economic Analysis of projects generated in Phase II.	In process of determining which projects and how many projects from public input phase (Phase II) can be implemented.	75%		75%		Release of Vision Louisville Phase 2 Launch of Vision Louisville Phase 3
	Begin Phase III of Vision Louisville initiative.	Completing Phase II of Vision Louisville initiative (public input phase), and tentatively scheduled to kick off Phase III in January 2014.	75%				

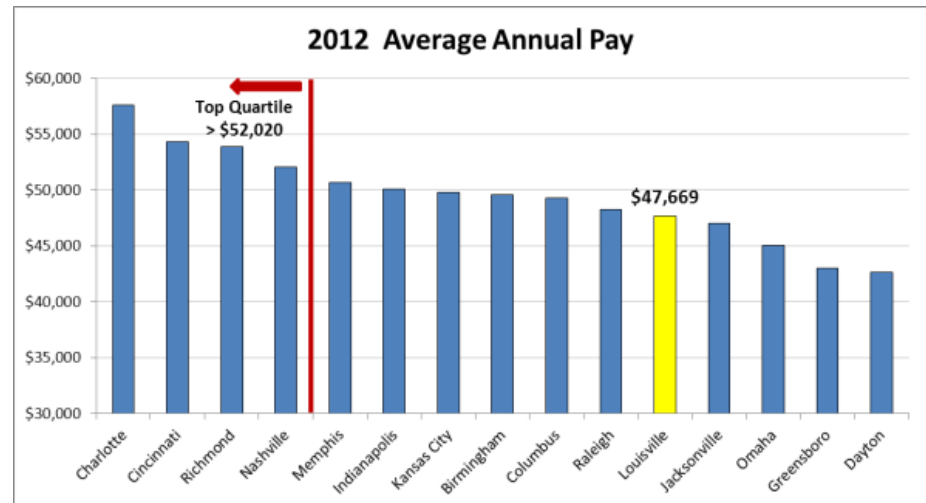
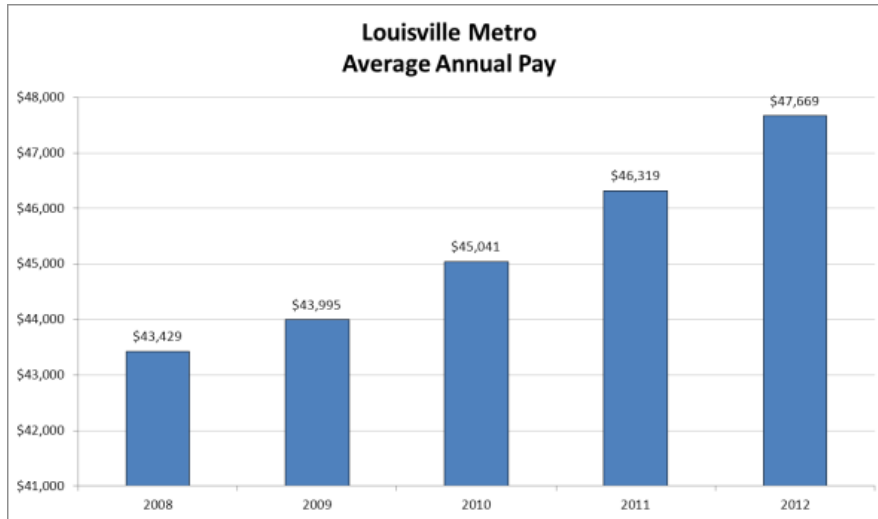
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14. Work with community to have 10,000 new, healthy trees planted, and complete an urban tree canopy analysis by FY15 Department Objectives Met: 3,4 Mayor's Objectives Met: 4,5	Work with Tree Commission and Metro's Urban Forester to coordinate new tree plantings and maintenance.	Tree Commission Planting Committee is identifying locations for fall 2013 and spring 2014 planting using \$250,000 from Mayor's Budget. Planted 7 trees in Parkland, 33 trees at Urban Government Center, and 10 trees in Portland.	75%		75%		2011 - 1552 trees planted 2012 - 3186 trees planted 2013 - 5188 trees planted 3 new corporate partners \$50,000 in hand for \$150,000 tree canopy analysis
	Pursue corporate partnerships to purchase/maintain trees.	Tree Commission Projects Committee is coordinating multiple sites for tree planting; Ecotech is donating 150 trees per year for 10 years starting in Fall 2012; Brightside is coordinating Brown-Forman donation of trees; UPS donated 400 trees at Jefferson Memorial Forest in Fall 2013.	75%				
	Establish mechanism through which Tree Commission receives funding/donations.	New account has been established through Brightside Foundation.	100%				
	Obtain grants to conduct urban tree canopy analysis.	Mayor included \$50,000 in budget for urban tree canopy analysis; RFP has been sent out and vendors interviewed. Tree Commission needs to raise additional money to conduct full analysis, approaching Metropolitan Sewer District (MSD) to contribute funding.	50%				

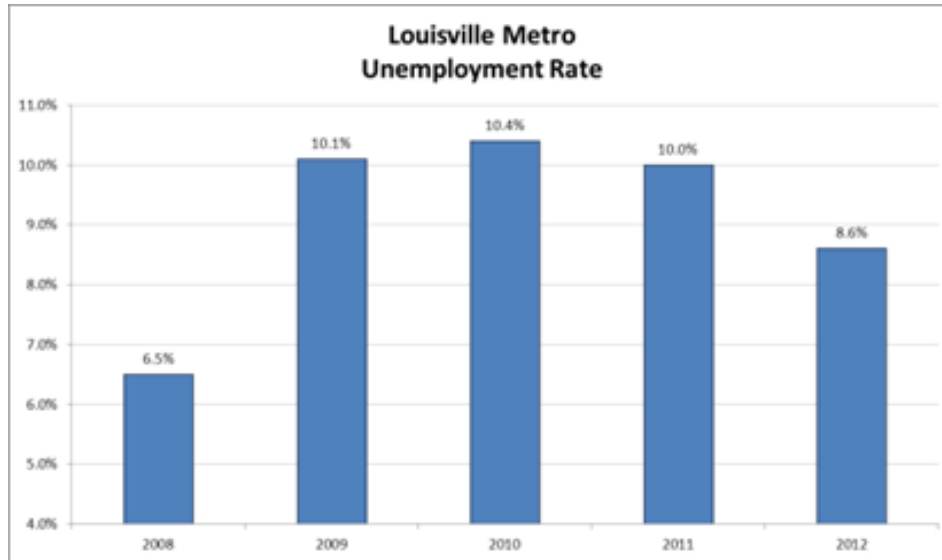
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15. Implement recommendations of adopted Sustainability Plan by FY16. Department Objectives Met: 3,4 Mayor's Objectives Met: 1,5	Leverage public-private partnerships and sponsorships to help implement Plan recommendations	Partnering with Louisville Energy Alliance on Energy Star Program. Forming new Louisville Sustainability Council, which is providing assistance with Sustainability Summit and Leadership Sustainability Tools for Assessing & Rating (STAR) Community program (not yet announced). Partnering with Spalding University, Jefferson Community and Technical College (JCTC) and MSD on green infrastructure projects.	75%		75%		2 new private partnerships 2 new grants 1 new staff
	Hire 3 additional staff in Sustainability Office by 2016	New Sustainability Project Coordinator will begin work in December 2013.	25%				
	Pursue technical assistance and grant opportunities for assistance in implementing plan recommendations.	Received Urban Heat Island grant from Local Sustainability Funders Network to study urban heat island effect in Louisville. Receiving technical assistance from Portland State University on SoBro project. Accepted into Leadership STAR Community Program, which will help Louisville develop a scorecard and rating system for community sustainability rankings.	75%				
16. Complete connectivity between Louisville's parks and open spaces. Department Objectives Met: 4 Mayor's Objectives Met: 1,4,5	Build 60 miles of Louisville Loop	5 new miles of the Loop were dedicated in 2013; 23.5 miles are under design, with funding in place for construction to start in FY2014 and FY2015.	25%		75%		2012 - baseline 38.8 miles Louisville Loop 2013 - 5 new miles 2014-15 - 23.5 miles under design 2012 - baseline 19.53 miles of bicycle facilities within 3 miles of CBD 2013 - 13.61 new miles of bicycle facilities within 3 miles of CBD
	Adopt the Louisville Loop Master Plan		100%				
	Update the Louisville Loop Strategic Plan and Maintenance Program		100%				
	Institute a cross-departmental bicycle planning team for study and implementation of a bicycle network throughout Louisville.		100%				
	Cross-reference Strategic Multi-modal Transportation Plan (MoveLouisville) to ensure connections are made to activity nodes as funding and planning opportunities become available.	MoveLouisville is underway as of November 2013, and has identified "Improving Connectivity" as one of its five goals. Plan scheduled to be completed in Fall 2014.	25%				

GOAL KEY PERFORMANCE INDICATORS - KPIs

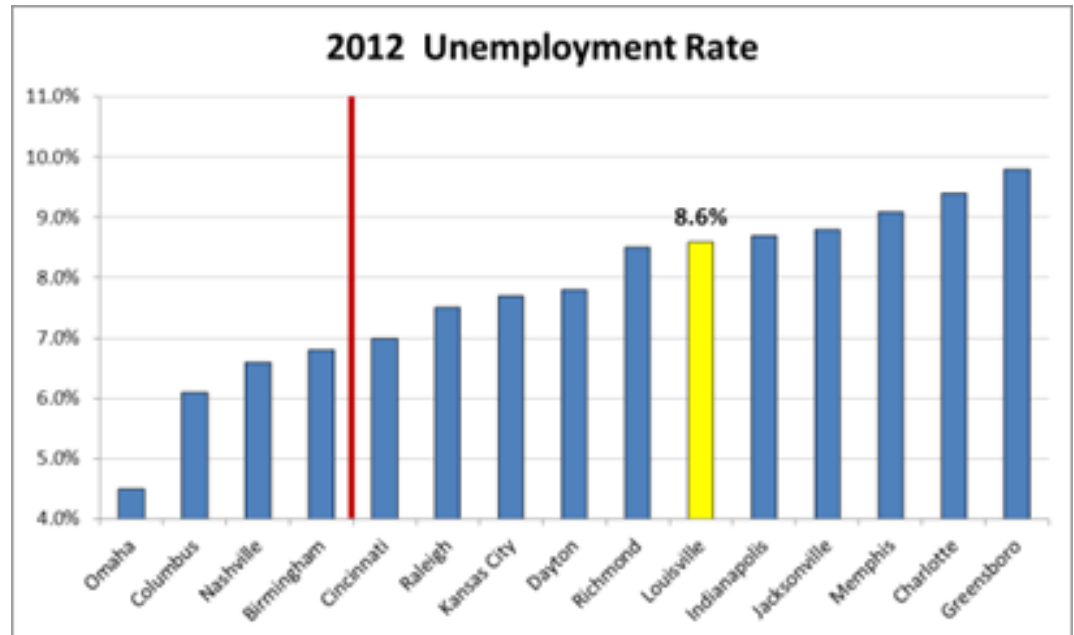
Goal #1: Improve average wages (in all industries covered by unemployment insurance) to top quartile of urban peer cities by FY16.



GOAL KEY PERFORMANCE INDICATORS - KPIs



Goal #2: Create jobs: Achieve an employment rate that is within the top quartile of peer cities annually and increase economic growth and innovation consistent with the Bluegrass Economic Advancement Movement's (BEAM) Metropolitan Business Plan proposed by Brookings, by FY18.



ACCOMPLISHED GOALS

The goals listed below have been accomplished by the department during our first year of planning. It is important to note that in many cases, although the short term goal has been accomplished, there remains a need and an expectation that we will continue to monitor our performance. In doing so, we challenge ourselves to validate our progress.

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:					Goal KPI and Analysis
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	Goal Health (Color)	
6. Raise funds to complete Phase II of community planning for short, mid, and long-term initiatives by end of FY13. Department Objectives Met: 3,4 Mayor's Objectives Met: 4,5	Fill Vision Plan project manager position.	Hired.	100%		100%		
	Finalize scope of Phase II.	Phase II is complete.	100%				

STRATEGIC PLAN CHANGES

This is LMG's Change Management Form for Strategic Planning; the intent of the form is two-fold: 1. To provide a mechanism for departments to be transparent with citizens regarding its maturation process through the Continuous Improvement journey; and 2. To catalog its efforts of responding to the voice of their customer in "real time".

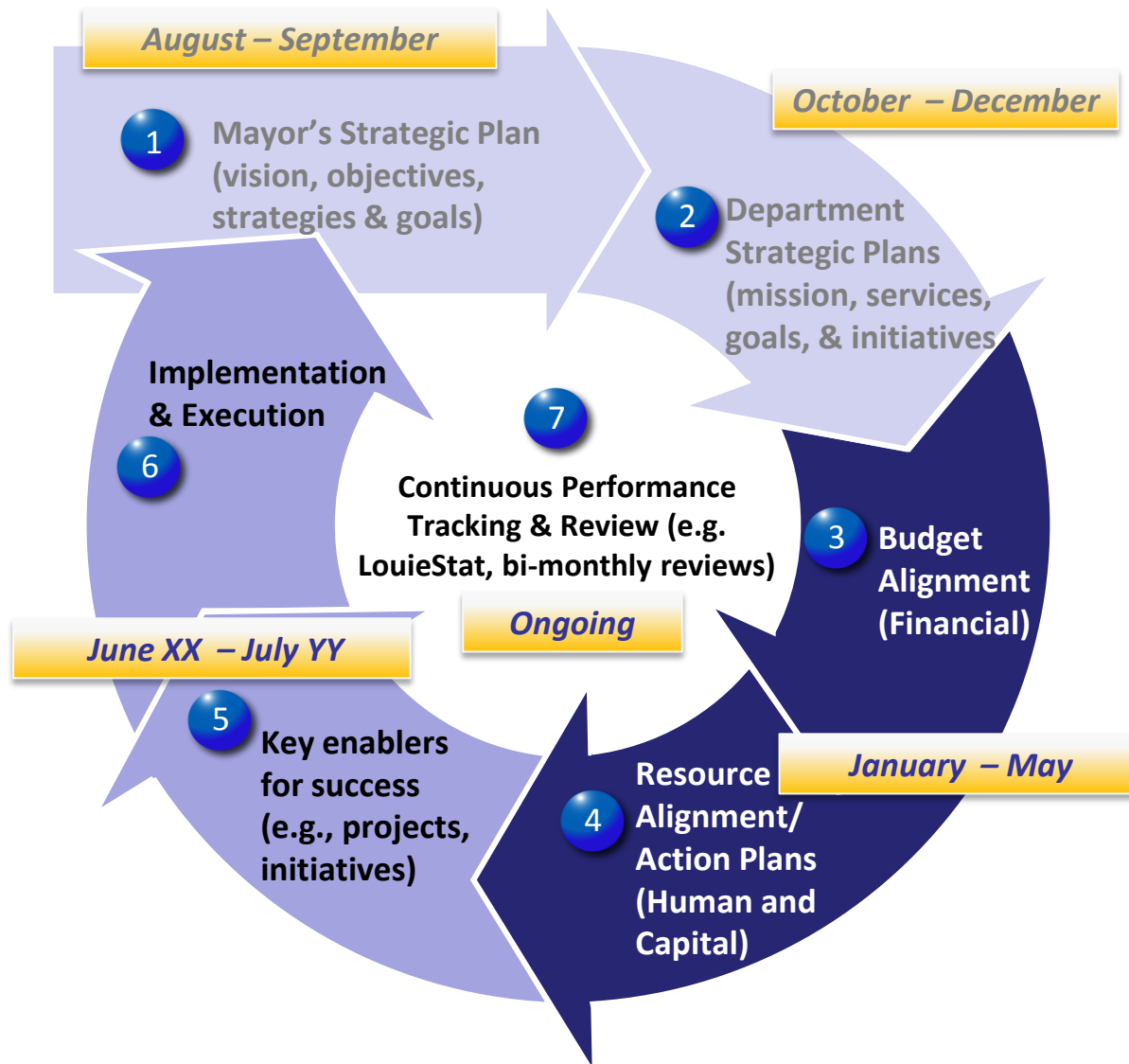
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Added/Changed
3	Support the Ohio River Bridges Project	Ownership of goal was transferred.	Duplicate goal; removed 10/1/13.
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Added/Changed
11	Increase foreign investment by 25% by end of FY15.	Transferred to Long-Term goals.	Transferred 10/24/13
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Added/Changed
13	Create 25-year Vision Louisville plan for how Louisville will look, feel and flow in 2040.	Accomplished Phase II of Vision Louisville; now beginning Phase III.	Added 9/30/13
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Added/Changed
14	Work with community to have 10,000 new, healthy trees planted, and complete an urban tree canopy analysis by FY15	Transferred from Long-Term goals; Office of Sustainability is currently working on this effort.	Transferred 10/1/13
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Added/Changed
15	Implement recommendations of adopted Sustainability Plan by FY16.	Transferred from Long-Term goals; Office of Sustainability is currently working on implementing recommendations.	Transferred 10/1/13
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Added/Changed
16	Complete connectivity between Louisville's parks and open spaces.	Transferred from Long-Term goals; Director of Transportation Planning is currently working on this effort.	Transferred 10/1/13

ENTERPRISE GOVERNANCE DOCUMENTS:

- ✓ METRO PLANNING CYCLE
- ✓ METRO PLANNING CALENDAR



LOUISVILLE METRO PLANNING CYCLE



The Louisville Metro Planning Cycle, provides guidance to departments on syncing strategy development with planning milestones, scheduling project timelines, forecasting resource needs and setting execution dates.

LOUISVILLE METRO PLANNING CALENDAR

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment (Progress toward goals)			Louisville Metro Senior Leadership Planning Retreat	Refine Louisville Strategic Plan	Share Updated Plan with Departments				Mayor and Senior Staff review and reconcile with Mayor’s priorities and work with Departments and OMB to finalize budget proposal by May 1		
Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)					Refine Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Action Plans		Departments finalize 1 year Budgetary and Action Plans	
	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Departments conduct their own internal and external assessments		Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Mayor reports Strategic Plan progress to Citizens	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor
Implementation, Tracking and Execution of Strategic Plans (ongoing)											

Mayor's Office

Departments

Mayor's Office & Dept. Directors

[illegible]

2014

Our Continuous Improvement Journey...



Mayor Greg Fischer

~ “My dream for Louisville is to create a clean, green, safe and inclusive city where people love to live and work...”